

## GRADUATION

9 June 1964

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## GRADUATION ADDRESS

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GENERAL SCHOMBURG: Ladies, Distinguished Guests, Class of 1964: This event marks the completion of another successful year. It has been particularly enjoyable to me. As you know, I have been here only a short time.

My association with you has been of most value to me. One other little thing is that it gives me a head start on next year's class.

I am pleased, too, to have this job, because I am a graduate of this College.

I want to welcome our distinguished guests. I know you are all supporters and friends of the College, and I thank you.

I particularly want to welcome the wives of the members of the graduating class. I know how much you contribute to your husbands' careers. It may have been a little different year for you. I am sure it must have been enjoyable, but a little different in that you may have had to listen to some oral presentations at home and possibly do some typing on thesis papers.

I want to congratulate the Class. I am sure that you now must feel that this has been one of the most rewarding years of your careers. When you get to be as old as I am, I will guarantee that you will feel the same way. It has been a fine year.

We at the College here, of course, wish all of you continued success.

I will now introduce the Graduation Speaker. He has been closely associated with the College by both interest and experience. He is currently the President of Grace Lines, Incorporated. He has had a distinguished military career. He has held high positions of responsibility both in business and in government. He is a staunch friend

of this College and is a member of the Board of Advisers. Honorable Wilfred J. McNeil.

MR. McNEIL: General Schomburg, Distinguished Guests, Faculty, Gentlemen of the Student Body and your Families: It was a great honor for each of you to have been selected to attend this school. I am sure you will all agree it is a still greater honor to be graduating today. As for me, I consider it a unique privilege to be able to join with you in this graduation ceremony.

You have had the opportunity of a year's study that is seldom available in the business world--or elsewhere, for that matter. To many an individual this year would be something to cherish all one's life. And many a commercial enterprise could well and profitably undertake such a program. With the year's hard but satisfying work behind you, you may properly return to your careers with a sense of pride and accomplishment. Certainly, you go to your new duties better-equipped to contribute to the problems of national security.

Postwar, James Forrestal, then Secretary of the Navy, felt deeply that the true way to achieve a more effective military establishment was to create an environment where responsible officers of each of the military services, together with a leavening of senior people from other government agencies, might live and work together in an academic atmosphere of the broadest character. He collaborated with Secretary of War, Stimpson, in broadening the field of the Industrial College and in establishing the National War College, your sister school across the way.

While the Industrial College had a long and illustrious career under Army cognizance, it is gratifying to see the results of this effort to broaden its field. I think it is encouraging to find the close and cooperative relationship that exists between these two senior schools today.

It is often the habit of a graduation speaker to compare the problems that faced graduates of other years. Let's look, for a moment, at those that existed at the time that the college was first identified as the "Industrial College of the Armed Forces." There were many grievous problems confronting the nation. Greece was fighting the Communist insurrection; Iran was being pressed by Stalin for an oil agreement; Turkey was under direct Soviet pressure; Hungary

had just succumbed to the Communists; and freedom in Czechoslovakia was being rapidly undermined; Britain was virtually bankrupt; Italy was near chaos; the De Gaspari government--Italy's eighth since liberation--was under violent attack by the Communists; the Yugoslavs were threatening the free territory of Trieste; and South China was hard-pressed--the unification of Korea had reached a stalemate.

Now, many of the problems of that day were solved. The economies of many of those countries which were in trouble at the time, are at new high levels. In many, political stability--then only a distant goal--has been achieved. In many, today, the names and some of the problems are different, but they're no less in significance. Then as now, the broad viewpoint, mutual understanding and the trained mind, offer the best chance for a successful solution.

The Department of Defense must ever be more dependent upon those who are competent in matters you have studied here; with rising costs, increased complexity of equipment, greater problems of logistic support, those in charge must have adequate knowledge and background to insure effectiveness. The present tendency toward increasingly greater civilian control over defense planning and execution must be tempered by an increasingly skilled and competent officer corps. The need was never greater for fully professional men. There is a necessity for the realism of the true professional.

Civilian control is a principle, of course, that underlies our military forces. Compatible with this must be recognition of the fact that the most effective defense establishment is one with the skills and talents which can only be found among uniformed personnel integrated with other skills which normally are more highly-developed in civilian enterprises.

The military must accept the fact that participation in more precise and objective ways of service and joint planning is now an essential element of the military profession and their duty.

On the part of civilian authority there must be an enlightened attitude toward acceptance of advice and planning--and in operations--together with an understanding of what it takes beyond material resources to build and direct fighting forces. They must learn to evaluate military judgment.

Our national defense is as much a matter of strong and dynamic

ideas as it is weapons systems, bases and manpower. If we lack a wealth of ideas our wealth of the material means of defense will be meaningless. These ideas must be cultivated at every level of our defense system. They must be encouraged and must flow with relative freedom to the top levels of government where they can compete for acceptance. Recently there seems to be a dangerous tendency in our defense to try to anticipate what is wanted from the top and then supply it. In this current--the "give me what I want" atmosphere--we lose many valuable ideas and the benefit of many points of view, each based on a particular perspective and framework of experience.

But perhaps, of greater importance, well-trained and incisive people are discouraged from further attempts at unpatterned thinking. Not only is it important to encourage this upward thrust of ideas in order to select and implement the best, but it is also important that we use this process to develop alternate means of action. Circumstances and technology are moving too rapidly for us to rely on any single concept as the only or the ultimate means of national defense.

In our arsenal of ideas there must be material that can be adapted and used to meet any threat under varied circumstances. The speed at which these technological changes and shifting circumstances occur, makes the need for the free development of ideas even more imperative. The proof of these maxims is all around us. Many a business, nation or civilization lies buried because there were too many people saying "yes" when they should have been presenting vigorously, alternate views and ideas.

Over the years I have been impressed by the quality of many of the reports coming from the several committees of students. They have shown original and provocative thinking. In fact, some have been so timely and dealt so competently with problems that were so troublesome, that there was a great temptation not to ask that they be made available for staff use in government. As a matter of fact, and as an exception, one report was so outstanding that Secretary Wilson and Admiral Radford made it required reading for senior civilian and military officials in the Pentagon.

While the college is right in taking the position that such reports should generally not be circulated outside the school, I fervently hope that the ideas of the kind introduced in such studies are injected in the workstream of your new duty stations.

In the high tradition of this college you have been able to let your mind range over a wide variety of complex problems in this business of defense. Yours has been the task, as Admiral MacDonald said on opening day, of learning to appreciate the interdependence, one upon the other, of all the varied components of our national strength.

I am sure that many outstanding lecturers who have appeared before you have made you more aware of the political and economic factors that effect military decisions. You have had the opportunity both factual and psychological to examine more freely the elements that foster economic growth and stability in a free enterprise economy such as ours. You know that military policy can never be divorced from economic and fiscal policy. You are better able to realize the value of the proper management of resources and the importance of sound judgment in their allocation and use.

There is no more unproductive way of spending money and wasting resources than to undertake programs which lack supervision and skill in their preparation, or which are unwisely directed. Wise old Benjamin Franklin wrote a parable on this point which is worth repeating. He describes--and I will quote--how to make a striking sundial by which not only one man's family but all his neighbors for ten miles around may know what o'clock it is when the sun shines, without seeing the dial:

Choose an open place in your yard or garden on which the sun may shine all day without any impediment from trees or buildings. On the ground mark out your hour lines, making room enough for the guns. On the line for one o'clock place one gun. On the two o'clock line two guns, and so with the rest. The guns must all be charged with powder, but ball is unnecessary. Your stile must have 12 burning glasses next to it and be so arranged that the sun, shining through the glasses, one after the other, shall cause the focus or burning spot to fall on the hour line of one, for example, at one o'clock, and kindle the gunpowder which will fire one gun.

At two o'clock the focus shall fall on the hour line of two and kindle another train that shall discharge two guns successively, and so with the rest. Note there must be 78 guns in all. 32-pounders will be best, but 18-pounders may do and will cost less as well as use less

powder. Note also that the chief expense will be the powder, for the cannons once bought will, with care, last 100 years. Note, moreover, that there will be a great saving of powder on cloudy days.

Kind reader, me-thinks I hear thee say 'That is indeed a good thing to know, how the time passes.' But this kind of dial, notwithstanding, the above-mentioned savings would be very expensive and the cost greater than the advantage. Thou art wise, my friend, to be so considered before-hand. Some fools would not have found out so much until they had made the dial and tried it. Let all such learn that many a private and many a public project is like this striking dial--great cost at little profit.

I thought he described some of our problems pretty well.

The points to remember are that you are the trustees of the confidence and support which the public gives you; that there is a wrong way and a right way to size up and approach a problem; an objective analysis as well as the competent performance of your duty; that no degree of genius or expertise is too great to be challenged, and that ideas should be filtered through the only policy computer yet devised, the mind of responsible leaders.

As General Wheeler pointed out to last year's graduation class, and I will quote the comment he made: "You have had the opportunity to attain a broad viewpoint and to develop a trained mind, which Clausewitz said is essential to survive in the element of war." May you continue to develop these attributes, for they are essential to the nation and its safety. You take from this college a knowledge of the close relationship between command and management. In fact, in many fields these terms are almost synonymous. You know of the great progress that the theory and capabilities of the management of resources has made in the military services since World War II.

You are aware of the dangers of overmanagement and over-control. You will avoid situations where the computer becomes the master and not the servant, because you know the value of people and the application of judgment. You know that technology can fail, but leadership as characterized by the individual, must not. With this background you have an unusual opportunity for service.

This college has given you the unequaled ability of knowing each other and those you serve. The mutual understanding and the broadened viewpoint that must be a product of your year here will be reflected in your future service. I would hope that these qualities are never lost as you again become involved in the day-to-day problems of command and staff.

From every viewpoint you return to your duties with greatly enhanced qualities for service to your country. And as you go I congratulate you and your families, and wish each of you good fortune and success.

(10 July 1964--7, 600)H/ss:syb